

## **APPENDIX B**

### **Staff Turnover and Retention**

The staff turnover rate was calculated by the Bureau of Health Information (BHI) in the Wisconsin Division of Health Care Financing. Calculations were based upon information submitted in response to BHI's 2005 Annual Survey of Nursing Homes. In this survey each nursing home and facility for the developmentally disabled (FDD) provided information about the number of full-time and part-time RNs, LPNs, and nursing assistants hired in 2005. Each nursing home and FDD also provided the total number of full-time and part-time RNs, LPNs, and nursing assistants employed as of December 31, 2005 and their length of service. The staff turnover rate for each category was calculated by dividing the number of new employees hired in 2005 in that category (e.g., full-time RNs) by the total number of employees in that category on December 31, 2005. The resulting decimal was multiplied by 100 to produce a percentage. For example, if a nursing home hired 2 full-time RNs in 2005 and had 8 full-time RNs as of December 31, 2005, the full-time RN turnover rate was calculated as 25% ( $2 \text{ divided by } 8 = .25; .25 \times 100 = 25\%$ ).

The retention rate for each category was calculated by dividing the number of staff in that category who had worked in the nursing home for one year or more by the total number of staff in that category and multiplying the resulting decimal by 100. For example, if a nursing home (or FDD) had 8 full-time RNs as of December 31, 2005, of whom 6 had worked at the nursing home for one year or more, the one-year retention rate was 75% ( $6 \text{ divided by } 8 = .75; .75 \times 100 = 75\%$ ).

In some cases, a home may have a retention rate of 100%, but also have a turnover rate greater than 0. In those cases, the turnover rate reflects staff who were hired as new employees during the year, but left before the end of the year. For example, if a nursing home hired 2 full time RNs in 2005 in addition to the original 8 RNs for a total of 10 RNs, and those 2 new RNs left in 2005, the turnover rate would be 25% ( $2 \text{ divided by } 8 = .25, .25 \times 100 = 25\%$ ). The retention rate would be 100% because the 8 original RNs all remained ( $8 \text{ divided by } 8 = 1.00, 1.00 \times 100 = 100\%$ ).